



Supervision and support policy

Introduction

The aims of supervision at Switchboard are

- to get the best from every member of staff so that Switchboard can provide a high quality service and deliver the work set out in its work plan
- to support staff and encourage them to learn and develop
- to ensure the well being of the whole staff team.

Switchboard believes that good systems help to create an environment where staff do their jobs well, are committed and enthusiastic, feel valued, know what they are supposed to do and how to do it and get credit for doing it well.

Supervision takes a number of forms. It includes the annual appraisal, supervision meetings, team meetings, and day-to-day contact on work issues. All of these forms of contact should provide an opportunity for the manager to monitor work and performance, to give feedback and provide support and for the staff member to raise issues and express concerns. However, this policy focuses on the role of the supervision session.

This policy applies to all staff, including the Director, whether on a permanent or short term contract. Supervision and support for the Director will normally be provided by the Vice Chair of the Management Committee but may be delegated to another Trustee.

Timing

- **Frequency** – Supervision sessions should be held at a frequency of between monthly and two monthly. The interval may be longer than this in some circumstances (for instance because of sickness or overlapping holidays) but should never be longer than 10 weeks. Sessions should be monthly for staff in their probationary period.
- **Length** – The sessions will normally last at least one hour and should be uninterrupted.
- **Arranging sessions** – This is the responsibility of the manager. The time of the next session should be fixed at the end of each session.

Preparation

Both the manager and the staff member should prepare for the session, by reviewing notes of the last session and thinking about the topics for discussion. The manager should also review the last appraisal.

Purpose of the session

The session is intended to review performance against the individual's work plan since the last session, to consider any areas of difficulty, to look at future work and ways of improving performance, to review workload and to talk about learning and development needs and

progress. It is also an opportunity for the staff member to talk about any wider issues which may be affecting their work and for the staff member to give feedback to their manager.

Conduct of the session

- **Confidentiality** – The manager should not discuss the contents of the session with anyone other than their own line manager except where it is agreed .
- **Time management** – The manager and staff member have a shared responsibility to manage the time to ensure all necessary topics are covered. In particular they should ensure that discussion of particular tasks does not dominate at the expense of feedback and wider support and development issues.
- **Content** – The manager and staff member should use the supervision session framework as a guide to the content of each session.
- **Style** – The session should be positive in tone. While the session will involve looking at what has happened in the past the emphasis should be on learning from the past to inform the future.

The manager should ask open questions (what, how, who, when, why) and follow up questions (“tell me more about...”). They should reflect back what the member of staff has said in order to clarify and summarise. The manager should try to avoid leading questions (“I presume ...”).

The manager and staff member should share the responsibility to raise issues. In particular the manager should ensure that areas of good or poor performance are discussed.

- **Emotional issues** – The manager may need to help the staff member explore feelings both about work issues and where relevant the impact of non-work issues on work. However managers need to stay within the supervision context and avoid trying to provide general counselling.
- **Notes** – The manager will make of the issues raised and action agreed on the template attached as Appendix 1 ,and copy them to the staff member. These notes are a formal record and may be referred to in disciplinary or grievance proceedings. The manager should store notes of supervision in a locked drawer or cabinet.
- **Involvement of others** – It may be that people other than the manager can be involved in supervision and support. For instance, where the staff member has been supervised by someone other than their manager when working on a particular project it may be useful for that person to give some feedback directly to the staff member.

After the session

- The manager and staff member should follow up any action points or queries raised in the session.

Brighton LGBT Switchboard Monthly Supervision Record

Name:

Date of meeting:

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| General Update |
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| Progress in delivering personal objectives: |
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| Personal Development: |

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Any other issues:

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Issues to Raise with Chair

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|--------------------------------|-----------------|
| | |
| Actions to take forward | |
| Supervisor | Employee |
| | 1. |
| Supervisor | Employee |

Agreed:

Dated: